MULTIMEDIA UNIVERSITY STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019 / 2020

BHR3014 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

10th MARCH 2020
2.30pm – 4.30pm
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 2 pages with 5 questions only.
2. Attempt **FOUR** out of **FIVE** questions. All questions carry equal marks and the distribution marks for each question is given.
3. Please write all your answers in the answer booklet provided.

QUESTION 1

An international joint venture (IJV) occurs when two businesses based in two or more countries form a partnership. A company that wants to explore international trade without taking on the full responsibilities of cross-border business transactions has the option of forming a joint venture with a foreign partner.

Discuss **FIVE (5)** reasons why this initiative is crucial for international expansion.

(25 marks)

QUESTION 2

"We are entering an absolutely new phase of globalisation," Dinesh Khanna, leader of the Global Advantage Practice at the Boston Consulting Group (BCG) in Singapore and co-author of the 2016 BCG Global Challengers Report, told a recent Gordon Institute of Business Science forum. Khanna said emerging markets were more influential and integrated into the global economy than they were a decade ago. Global challenger companies, corporations from emerging markets who are not satisfied with just being leaders in their domestic markets and who had experienced incredible growth during the past 10years, had proved to be "amazingly resilient," with many graduating to become global sector leaders.

While factors such as the slowdown in the economies and structural adjustment in China have placed a dampener on growth, the underlying fundamentals that fuelled global integration, including technological innovation and institutional frameworks, haven't changed, Khanna argued. There are now multiple poles driving the global economy and the main engine of globalisation is still functioning, he said, with some emerging market economies growing at a healthy rate of between 4% and 5%. "We underestimated in the original report the future potential of the global challengers," Khanna said.

"The challengers have been able to grow without sacrificing their profitability, and have created exceptional value," Khanna said. Khanna said global challengers where often run by a team of exceptional entrepreneurs who were able to surround themselves with good people once the organisation went into "hyper growth mode." He said there has been a flight of talent opting to work in these organisations rather than at multinational corporations, as they often offered individuals more autonomy and flexibility.

(Adapted from : https://city-press.news24.com/Business/global-challengers-emerging-markets-benefit-from-compound-growth-20160913)

Discuss **FIVE (5)** barriers faced by organizations in penetrating the global market.

(25 marks)

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QUESTION 3

Multinationals take great care in their selection process, however predicting future performance potential of the concerned staff is challenging at the best of times especially operating in foreign environments adds another level of uncertainty. The expatriate selection process will result in higher cost to the multinationals if the candidate did not perform as expected.

Examine **FIVE (5)** factors that MNEs will have to consider before choosing the perfect candidate for international assignment.

(25 marks)

QUESTION 4

Historically, multinational enterprises have been plagued by the problem of premature return of expatriate managers due to their inability to adapt towards the culture of the host country. This problem will usually result towards the waste of time, cost and energy towards the organization.

Critically examine **FIVE (5)** essential components that MNEs must implement for pre-departure training for future expatriate.

(25 marks)

QUESTION 5

Typically, on completion of the international assignment, the multinational brings the expatriate back to the home country, although not all international assignments end with a transfer home. Some expatriates may agree to become part of the multinational's international team of and thus have consecutive overseas assignments.

Distinguished **TEN (10)** strategies that headquarters can implement in managing a smooth re-entry for every repatriate.

(25 marks)

End of Paper.